



HUMAN RESOURCES ADVANCED/SENIOR LEADERS COURSE 42A

CONDUCT ESSENTIAL LEADERSHIP TRAINING

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Facilitating the Discussion

Facilitators can orchestrate discussions using the following questions to help choreograph group discussion/class participation. The sequence of the questions builds logically from a taxonomy point of view, i.e., a lower level of learning/thinking to a higher level of learning/thinking, by moving from comprehension of the material to a synthetic or evaluative discussion of the material. Facilitators should ask open-ended questions and allow the students to respond. Facilitators should also ask questions that cause students to interact. A facilitator's goal should be ensuring that students do not participate in synthetic or evaluative discussion until confirming that the basic concepts and key points of the article are clarified and fully understood. Don't forget to be patient after posing a question and use silence to your advantage. Lastly, remember it's the facilitator's job to include everyone in the discussion. Adapted from *The Miniature Guide to Critical Thinking: Concepts and Tools*, Richard Paul and Linda Elder, Foundation of Critical Thinking, 2001.

1. The main purpose of this article is _____.
(State as clearly as possible the author's purpose for writing the article.)
2. The Key question that the author is addressing is _____.
(Figure out the key question in the mind of the author when s/he wrote the article.)
3. The most important information in this article is _____.
(Figure out the facts, experiences, data the author is using to support his/her conclusions.)
4. The main inferences/conclusions in this article are _____.
(Identify the key conclusions the author comes to and presents in the article.)
5. The key concept(s) we need to understand in this articles is (are) _____.
By these concepts the author means _____.
(Figure out the most important ideas you would have to understand in order to understand the author's line of reasoning.)
6. The main assumptions(s) underlying the author's thinking is (are) _____.
(Figure out what the author is taking for granted [that might be questioned].)
7. a) If we take this line of reasoning seriously, the implications are _____.
(What consequences are likely to follow if people take the author's line of reasoning seriously?)

b) If we fail to take this line of reasoning seriously, the implications _____.
(What consequences are likely to follow if people ignore the author's reasoning?)

8. The main point(s) of view presented in this article is (are) _____.
(What is the author looking at, and how is s/he seeing it?)

9. Last and certainly not least, what's the point of reading this article and how can it be applied to our profession and for improving critical thinking?

Thank You For Your Military Service — Now Here Are 9 Reasons Why I Won't Hire You

So, you've decided to hang up the uniform after years of distinguished service to our great nation. You've attended a few transition classes and have your interview suit and shiny new resume as you make the leap into the civilian world.

You feel confident, because you've seen your colleagues leave the uniform on Friday and come to work the following Monday in a suit and tie making twice as much salary. You storm the job boards and job fairs. Never mind that although you've drafted a plan of action and milestones (POA&M) for every significant evolution of your military career, some of you have invested the least amount of time and effort into your own transition POA&M.

Those of us in the hiring and recruiting business know firsthand that not all veterans are created equal, and, sometimes, it's a great business decision to hire a military professional into our companies. Often, though, many don't. Why? Because you're just not the right fit. A more impressive candidate captured our attention, or maybe, through no fault of your own, we found someone internally or received a referral from one of our own employees.

The irony is that many veterans and servicemembers have the skills and experience to make the cut, or even get the second interview, but blow it. As a military candidate recruiter, I see consistent themes in why military professionals don't get the job. Many may blame the new Transition GPS, their branch of service's career center or even the employers themselves, but here are the top real reasons why you'll never get hired:

1. You Can't (or Won't) Accept That You're Starting Over

Let's suppose that immediately after graduating from college or high school, I went to work for one of the well-known defense contractors. During the course of my 20+ year career at that company, I was very successful and promoted to the position of Program Manager, frequently working with the military. However, I'm now at that point in my career where there isn't any opportunity for further advancement, or I'm simply weary of the industry.

I'm now in my late 30s or early 40s and decide it's time to leave the company to pursue a different career. I've worked with the military my entire adult life, so I decide I want to join its ranks. Because of my previous experience with managing multimillion dollar budgets and hundreds of personnel, I feel I'm the equivalent of a Commanding Officer or Senior Enlisted Leader. When I talk to a recruiter about my level of entry, what would they tell me?

The cold dose of reality is that despite all of my experience, I'd have no idea what the organizational culture is like in the military. I'd be set up for failure if someone allowed me to don the collar devices and step into a command position. On day one, something

as basic as sending an email to a flag officer could go very sour very quickly. This is because even though I may have transferable skill sets, I lack the knowledge of industry norms and protocol experience to succeed.

A senior military professional transitioning into the private sector faces the same dynamic. The transition is a bit easier within the Department of Defense and Federal arenas, but you're starting anew. It's imperative that you understand this. As a result, you should seek ways to learn the organizational structures of potential employers many months before you'll be entering the job market.

Just as I would have been far better informed had I spoken to a military recruiter before I left my civilian job, so should you be similarly informed before entering your last year of service. Use recruiters, headhunters, employment counselors, hiring managers, etc. to gain intelligence and information so you can be pragmatic in your expectations and planning. Also, getting a mentor who has successfully navigated into the private or government sector and is also a veteran will provide invaluable insight from a perspective you'll be able to relate to.

2. You Believe You're Unique (Just Like Every Other Transitioning Person That Day)

Each and every day, 200 to 300 service members exit the military. This number will only increase as the nation's wars come to an end and forces continue to draw down. In 2012, an average of 470,000 resumes were posted on Monster each week. Essentially, for every job opening in the U.S., there are roughly 187 qualified and unqualified job applicants.

This is the challenge you face in relying on job boards as your sole method of getting a job. I suggest you think of hitting the "apply" button as being similar to walking down to the local convenience store and buying a lottery ticket, then deciding to not do anything else (or continue buying lottery tickets) until they call your number. Are job boards still relevant? Yes. However, it's best to post your resume to a niche job board that aligns with your background or industry — and make sure your resume is targeted specifically for the jobs you apply to.

3. Your Resume Is Longer Than the CEO of Our Company's (or Shorter Than a Recent College Graduate's)

A long resume doesn't impress me at all. Even worse, a resume that has neither definition nor clarity is guaranteed to be placed in the trash. I'm probably going to look at it for six seconds, tops.

Your resume should be a windshield document. That is, it should reflect the positions you're going towards. (Click [here](#) to tweet this thought.) It shouldn't be a rearview mirror which simply lists all of the duties you performed. It should contain keywords, which

websites such as wordle and tagcrowd can help you identify in both job announcements and your resume. This is because your resume will most likely be filtered by Applicant Tracking Software before it even gets to a human resources screener.

And, while I appreciate that you volunteered to clean up a highway or had some collateral duties in addition to your main assignments, I'm looking for candidates who have years of matching relevant experience, the right job titles and are in the same industry. Most importantly, I'm not looking for a "jack of all trades"; if I were, the job posting would have said so.

How do you craft a resume that's forward-looking? Find about 15 to 20 job announcements that match up with your ideal target job title. Incorporate their language into your resume and make it contextual by inserting your metrics. Review each bullet point you've chosen to use by asking yourself if it demonstrates a problem you solved or action you took and the results that were accomplished. The actual length of your resume? It depends on your audience. Seek out current or former employees at the companies you've identified in your target list and ask them what their company's preference is.

4. You Didn't Proofread Your Resume

I would be a millionaire if I got 10 bucks for every time I come across a candidate who's an "experienced manger." There isn't any substitute for attention to detail here. Don't trust spellcheck, and don't rely solely on your own review. Have your resume reviewed and critiqued free of charge by as many eyes as possible. The trained professionals at your Fleet and Family Support Centers, Army ACAP, and Airman & Family Readiness Centers are the best resource to catch those mistakes before I do.

After getting your resume reviewed for spelling and substance, take it to the local university's English department and have it critiqued for proper grammar. Seem a bit excessive? Well, if I see misspellings and poor grammar on your resume, what will I expect from you if I need you to communicate with my clients?

5. You Don't Have a LinkedIn Profile (Or, Even Worse, It's Not Complete)

In a 2012 JobVite survey, 89% of hiring decision-makers and recruiters reported using social media sites such as LinkedIn to find their candidates. If this is the case, shouldn't you have a profile already?

Your knowledge of managing your online presence lets me know how proficient you are in using technology to communicate. It also allows me to see your skills, even if they're nascent. If you have an incomplete profile, it may communicate that you might also expect me to complete your work for you.

Take the time and get your LinkedIn profile set up right. There are lots of places and resources available online to get help at no cost, so there isn't any excuse for not having one. Additionally, a complete LinkedIn profile allows you to take advantage of

LinkedIn Labs' Resume Builder to automatically generate 11 different resume styles based on your LinkedIn profile. Talk about a time saver!

6. You Think Social Media Is For Kids or Sharing War Stories

The reality is that two out of three job seekers will get their next job using social media. What does that mean to you? It translates to lesser-qualified people using technology to their advantage to get hired. They know how to use each of the social networking sites to the maximum extent in their transition action plans. If you think Twitter is of little use to a job seeker or professional, your competition will be happy to land the job you want because they're using it and you aren't.

7. You Didn't Prepare For The Interview

During the course of your military career, you've conducted countless boards and interviews. It seems to make sense that you should have no problem interviewing. After all, you did pretty well in your transition class mock interviews, didn't you?

Wrong approach. I've seen instances where the most junior servicemember outperformed a much more seasoned military leader because of one simple strategy: practice, practice, practice. Practice with someone who regularly hires or who has hired people at your level recently.

Why do you need to practice? Because you need to be able to be conversational, convey energy and yet let me know you're aware of what my business is, who my competitors are and even who I am. Did you go to the company's website to see if we have a Facebook, LinkedIn or Twitter page? Did we make the news recently? Google News is a great way to find this out.

I want you to distinguish yourself from the regular job seeker. I want to know you're as passionate about my company and what we do as I am, not just out to get a paycheck and benefits. Make sure you have a set of questions that I haven't heard before, and when we're about to finish the interview, ask for the job. Don't worry; I'm not going to be offended, because I want to see that fire in your belly. Just don't overdo it by saying something presumptuous such as, "So... when do I start?"

8. You Wrote a Thank You Note (But Only to Say Thank You)

Sending a thank you note is something that sets you apart from the competitors also vying for this position. And while it's appreciated and infinitely better than sending nothing at all, don't just send the note to say thank you; use it to tell me how much passion you have for my company and the job. Remind me of those things that excited you during our interview and, if there were any areas you looked vulnerable in, ease my concerns.

9. You Don't Know What You Want to Do

When asked what you want to do, the worst possible answer you can give is, “I don’t know” or “anything.” You have to be able say specifically what types of positions you’re interested in and how you can add value to them. If you don’t, you’re essentially saying, “Invest lots of time and money in me, and maybe it will help me figure out if I want to do something else.”

If you have no clue where to start, start by looking at colleagues with backgrounds similar to yours who have recently transitioned. Which industries are they in? What companies are they working for? Where are they living? What job titles do they have now? The LinkedIn Labs Veterans App is a great tool to help with this. Be sure to check it out. Start volunteering to gain professional experience and seek out internships long before you sign your DD214.

Employers want to feel secure in knowing that you’ll last and that they can depend on you in your new work environment. Doing an internship or volunteering will help both the employer and you determine if a position is a good fit. Additionally, due to the flood of resumes that come in for each job posting, applicants who have volunteered or performed internships will stand out well ahead of the others.

Military professionals, especially senior ones, have a lot to offer our country when they hang up the uniform. The President and American companies are working hard to ensure that Servicemembers and veterans have well-paying jobs with opportunities to advance. However, no one is ever guaranteed a job, and the more senior you are, the more challenging the transition can be in terms of education, credentials, certification and relevant industry experience required. Having a powerful network is essential and can open doors for you. That said, your comrades, friends and family can generally get you to the door, but it remains up to you to be fully prepared when the door is opened.

Sultan Camp, Career Attraction. Read more:

<http://www.careerattraction.com/congratulations-on-your-military-service-now-here-are-9-reasons-why-i-wont-hire-you/#ixzz3gjnENZmE>